

# Lodi Police Department Strategic Plan

## MISSION

*Keeping Lodi safe by providing excellent service and fostering partnerships within our community.*

## CORE VALUES

- E** Employee Excellence
- T** Teamwork
- H** Honor
- I** Innovation
- C** Communication
- S** Service

Employee Excellence – We value all members of our organization and recognize the need for professional growth through continual training, education, and innovative thinking.

Teamwork – We work proactively with and support each other and our community.

Honor – We serve as positive role models by being honest and ethical in our actions in both our personal and professional lives.

Innovation – We promote collaboration and progressive thinking to meet the changes affecting our organization and community.

Communication – We view openness as the key to maintaining accountability between ourselves and the community.

Service – We strive to provide a positive and exceptional response to the law enforcement needs of our community.

## **Goals**

The Lodi Police Department has identified four areas where it can concentrate its efforts to enhance service to the community.

1. That the residents and visitors to the City of Lodi should *feel safe and secure*.
2. That the *community has trust and confidence* in the Police department.
3. That the police department will strive to *improve customer service*.
4. The Lodi Police Department will concentrate on *organizational development*.

## **Objectives**

### ***Safe and Secure***

#### **Reduce gang Activity:**

##### **Action – Gang Suppression Program**

1. As needed, conduct enforcement operations targeting gang activity to resolve specific problems.

#### **Proactive Patrol Operations:**

##### **Action - Develop and Implement Patrol Operational Plans**

1. Conduct operations as needed to resolve specific community problems.
2. These tactical operational plans will address community concerns in a proactive manner.

#### **Employee Involvement in Community Oriented Policing (COP):**

##### **Action - Integrate all department units in COP philosophy**

1. Assign members from dispatch, Partners, Records, Community Improvement and Animal control to service districts.
2. Schedule COP/POP Training for all staff and volunteers

**Crime analysis:****Action #1 - Develop and fund a Crime Analyst position**

1. Develop needs assessment
2. Create job specifications
3. Fill position with a frozen dispatcher position

**Action #2 – Train staff to use crime analysis software that will be available with the new computer system which should be operational by July 2009**

1. Determine staff needs for statistical information and the amount of training required to gather the necessary information.
2. Identify and designate staff to review and distribute statistical information

**Focus on Repeat Offenders:****Action – All members of the organization will focus on enforcing applicable laws and monitoring those individuals who are on probation or parole that commit crimes repeatedly in our community**

1. Coordinate and participate in Probation/Parole sweeps on a regular basis
2. Close monitoring of registered sex offenders who live with the city

**Focus on Problematic Call Locations:****Action – All members of the organization will concentrate on identifying and developing long term solutions at locations where staff repeatedly respond to calls for service.**

1. Use the Problem Oriented Policing (POP) model to deal with these problem locations
2. Use all available resources to accomplish this goal

**Crime Prevention:****Action – Improve our community outreach efforts and educational opportunities to better inform the community on ways to prevent crime and minimize their vulnerability**

1. Use the Police Department website to disseminate important information to the community regarding crime trends and special alerts
2. Maintain close working relationships with the local news media through the use of Public Information Officers (PIO)

**Immigration and Customs Enforcement:**

**Action – Work closely with ICE and make referrals of individuals who are committing crime in our community while in this country illegally**

**Truancy/Juvenile Delinquency:****Action – Development of Daytime Curfew/Truancy programs**

1. Form a team to explore these types of programs by examining local ordinances and programs of other cities which already have similar programs in place.
2. Involve SJ County Probation and LUSD personnel, as well as SRO's in this process.
3. Market the program to the community
4. Create a Lodi Municipal Code section addressing Daytime Curfew
5. Provide training to staff.

**Surveillance Cameras to Monitor Target Areas:****Action #1 – Determine problematic areas**

1. Establish a committee to identify target areas
2. Collect crime/call data
3. Contact other agencies which have successful programs (Ripon)

**Action #2 – Research possible equipment needs and resources**

1. Explore possible use of traffic engineering cameras.
2. Explore the type of equipment that will be needed including live feed being monitored or recorded only.
3. Develop funding sources including grant opportunities, Police Foundation, and private donations. (Explore possibility of neighborhoods purchasing cameras and providing police access to information.)

## ***Trust and Confidence***

**Meet Regularly with Diverse Community Groups:**

**Action - Members of the department meet with community members on a regular basis to establish and/or maintain productive and trustworthy relationships.**

**Organizational Accountability:**

**Action - Members of the department are held accountable for their actions so that we insure we are providing service in a legal, professional and ethical manner.**

**Hiring Excellence:**

**Action - The department will continue to hire excellent employees and will not lower its standards and settle for hiring mediocrity.**

**Organizational Transparency:**

**Action - Members of the department will be held accountable for their actions to insure that the police department is providing service in a legal, professional and ethical manner.**

## ***Customer Service***

**Invest in Youth:****Action - Create Police Activity League (PAL)**

1. Select a review team to research and review successful PAL Programs
2. Develop Resources and Funding contacting:
  - LBGC, Jr. Giants, Lodi Police Foundation, POAL, LPMO, LPDA, Parks and Recreation, Grape Festival, Local Golf courses and instructors, etc.
  - Solicit volunteers within the PD and the community to assist

**Customer Service-Providing Information:****Action – Provide updated resource book to all personnel**

1. Update current resource book
  - Gather information for updates
  - Print and distribute resource books to all department staff
  - Review and update resource books annually

**Improve Website:****Action #1 – Develop a website team to assist in improving website content and accessibility**

1. Establish website team
  - Solicit interest from in-house personnel
  - Provide training and support as needed (time, equipment, programs, etc.)

**Action #2 - Make website more user-friendly and informative**

1. Email links to staff
2. Include website address on all department forms and information
3. Add booking information, crime mapping, crime stats
4. Promote online reporting, educate public on use of website
5. Do regular updates to information
6. Post press releases and BOL information, email updates and text messages to citizens, police log, calls of interest, what's new, etc.
7. Links to resources
8. Update FAQ, list department awards, include outreach information

**Improve relationships with other City Departments:****Action #1 – Work with City Department to develop a stronger working relationship**

1. Meet with appropriate representatives of City departments
2. Identify specific areas where cooperation can be improved
3. Seek agreement on team approach to provide quality customer service

**Develop Departmental Support System:****Action #1 – Work with Police Chaplains to develop a department-wide support system program**

1. Work with Chaplains, staff volunteers, interested officers to enhance the current level of support within the department. Look for new programs that may be available that can provide additional support

**All calls for service will be dispatched within 30 minutes:****Action - The Communication Center will dispatch calls within 30 minutes of when they are received.**

1. Field Supervisors and Watch Commanders will monitor CAD to insure that all calls are dispatched within 30 minutes from the time they are received.
2. If a non emergency call has held close to the 30 minute deadline, it will be dispatched to the next available officer regardless of beat assignment.

## ***Organizational Development***

### **Employee Involvement in COP/POP:**

#### **Action #2 – Educate Officers and Supervisors on POP Methods**

1. Review current POP projects, successes, failures, and Chief's expectations
2. Agree on unified POP process, documentation and procedures
3. Schedule COP/POP in-service training by either outside instructor or LPD
4. Reinforce POP at district meetings, acknowledge and praise successful POP efforts in evaluations, EPO's, briefing announcements, website, articles, etc.

### **Employee Development Program:**

#### **Action #1 – Create an Employee Development Program**

1. Solicit input from staff for topics and interest
2. Locate facilitators, decide on length of program, times, location, etc.
3. Determine if program to be volunteer time, comp. time, on break time, etc.

### **Develop Department Family Oriented Activities:**

#### **Action #1 – Plan Department BBQ**

1. POAL will take the lead and request assistance from all PD associations

### **Improve Methods and Structures for Communication:**

#### **Action #1 – The Chief will provide Bi-weekly updates to staff**

1. Chief will solicit input from staff and supervisors for report

#### **Action #2 – Include all appropriate personnel in meetings, prepare meeting agendas**

1. The meeting organizer will include appropriate personnel in meetings and prepare and provide agendas to attendees in advance when possible.

#### **Action #3 – Provide Operations/Support meeting results in the department**

1. The meeting organizer will distribute appropriate meeting results to staff

### **Better Recognition of Professional Staff and Volunteers:**

#### **Action #1 – Educate personnel on the values and benefits of all department members**

1. Provide information and education at briefings
2. Include all staff in POP training
3. Change nomenclature from “non-sworn” to professional staff
4. Schedule time during orientation for all department units with new staff
5. Find opportunities for continual/ongoing praise

### **Consistency among Supervisors:**

#### **Action #1 – Develop consistent level of report review/approval by supervisors**

1. Meeting within 90 days with Sgts., Lts., and Senior Officers to:
  - Establish minimum acceptable report standards
  - Communicate standards at briefing and on intranet
  - Seek input from Records
2. Conduct a six-month review of standards:
  - Informal survey of officers
  - Review statistical analysis
  - Seek input from Records

#### **Action #2 – Consistent enforcement of policies and/or directives**

1. Identify policies/directives that are being inconsistently enforced through the use of a survey or questionnaire.
2. Review gathered information to determine:
  - If inconsistencies exist
  - Importance/relevance of policies
  - Gain commitment from supervisors on enforcement.
  - Discuss supervisor accountability @ staff meetings

### **Teambuilding 08 Assessment:**

#### **Action #1 – Entire team to meet and evaluate success/failure of all action plans**

1. Re-convene original group (Feb. 2010)
  - Review original action plans
  - Develop modifications to original plans
2. Re-convene original group 6 to 12 months after above date to re-evaluate progress.



**Encourage/Foster new Ideas:**

**Action #1 – Actively solicit new ideas from all staff**

1. Develop form in public folder that allows staff to present ideas or make suggestions
2. Develop review process of the idea/form
3. Provide feedback on the idea
4. Encourage staff to pitch ideas in writing and in person
5. Praise attempts/successes

**Training Matrix for all Staff:**

**Action – Develop Training Matrix**

1. Identify necessary courses for each position
2. Develop recommended timelines for training to be completed
3. Post Matrix in public folder for staff access